



Striving to be Less Competitive Strategies for Greater Success

We hope you enjoyed this seminar. For background reading, we highly recommend:

Kohn, Alfie. *No Contest: The Case Against Competition*, Mariner Books, 2006

Other excellent references are:

Deming, W. Edwards. *Out of the Crisis*, MIT Press, 2000

Deutsch, Morton. *The Handbook of Conflict Resolution*, Jossey-Bass, 2006

Kohn, Alfie. *Punished by Rewards*, Houghton Mifflin, 1999

On the next page, we offer a brief summary of some of the key points from the seminar. We welcome any and all comments so please feel free to contact us at the address listed below.



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What does the research say?

There are no tasks for which cooperation is less effective than independent or competitive efforts.

On most tasks, cooperative efforts are more effective at promoting achievement.

Why?

Because competition increases:

- Selfishness
- Anxiety
- Conflict
- Cheating
- Caution

and reduces:

- Trust
- Communication
- Creativity
- Intrinsic Motivation

What does the research suggest we do for better performance?

1. Move away from independent and competitive structures; move towards cooperative structures.
2. Move away from performance-contingent rewards; move towards equal distribution of rewards, towards the decoupling of rewards from performance. This allows intrinsic motivation to flourish.
3. Move away from hiring and developing "competitive" people; move towards hiring and developing cooperation-minded people, with associated high self-esteem.

What are some common competitive structures we use in our organizations?

- Contests
- Performance Evaluation
- Rankings, Ratings
- Pay for performance
- Commission, Piece-work
- Employee of the week/month/year
- Top performer bonuses
- Raise "pools"
- Tender process
- Lowest bid suppliers
- Empire-building
- Budget processes

What are some common cooperative structures?

As we move away from an unthinking reliance on our competitive structures and mindset, we can more easily implement cooperative structures, like:

- Standards
- Relationship selling
- Supplier Partnering and Development
- Global work sharing
- Resource Sharing
- Consortiums
- Teams
- SIPOC Structures (Supplier-Input-Process-Output-Customer)
- Continuous improvement
- Prosperity Sharing
- Coprogramming (Software)
- Quality Circles
- Kaizen
- Lean

The business press is like a broken record when it comes to the competitiveness of our organizations - competition is good, competition fuels innovation, competition is natural. While there's a grain of truth in those messages, you'll see that there's a truckload of truth in the fact that cooperation is actually the key to improving the daily work. We'll review the research on competition and cooperation, and discover why our current competition-based management strategies make it so difficult for us to create and sustain successful teams, supply chains, projects and organizations.

"Striving to be LESS Competitive" is available in a one-hour Lunch and Learn or as an engaging one-day workshop or retreat.

For more information, call (866) 373-5636 or visit www.SwiftFoxConsulting.com

